

## **Boxborough2030 DRAFT Recommendations**

Last updated: July 10, 2015

The Boxborough2030 Vision was adopted in December 2014. From this, using conversations with the Master Plan Update Committee, input from public forum participants and from community surveys, and data from existing plan documents such as the recently completed Housing Production Plan and Open Space and Recreation Plan, MAPC outlined a list of seven community aspirations. These seven aspirations then each have goals, strategies, and specific action steps that can serve as the roadmap for Boxborough2030.

### **Organization of recommendations – from vision to action**

**Vision:** The vision is statement of what the community wants Boxborough to be as it approaches 2030.

**Aspirations:** What do we value? These are the community values and ambitions elicited by the vision, broken down into categories that each evoke a distinct theme. The plan recommendations will be organized by aspiration.

**Goals:** What do we want to achieve?

**Strategies:** How do we get there?

**Actions:** What specific steps do we need to take?

### **Boxborough2030 Implementation Committee**

The success of Boxborough2030 depends on the town's commitment to follow through with implementation. To this end, forming a Master Plan Implementation Committee (MPIC) will be critical in keeping the implementation process on track. The MPIC would not override or substitute town boards and committees in carrying out specific recommendations listed in Boxborough2030. The MPIC's primary role will be to help the town stay on track and coordinate implementation processes that involve several parties, and ensure that Boxborough2030 remains a relevant guide. The MPIC will advise on schedules for various projects; provide support to other town boards and committees; periodically evaluate the continued relevance of the plan's recommendations; and most importantly, continue to advocate for the importance of this long-term plan.

## **The Boxborough2030 Vision: A Rural, Engaged Community for All**

Boxborough shall maintain its traditional values of rural open space, a first-rate educational system, agricultural and conservation lands, and historical roots, while fostering a balanced economic environment and enhancing a close-knit sense of community for all generations.

### **Community Aspirations: Boxborough...**

- 1. Maintains its rural character and celebrates its heritage:** Boxborough cherishes its rural heritage. Preservation of the ecological, agricultural, historic, and scenic resources that contribute to the community's rural character is of critical importance to the community. New development and redevelopment of existing structures will be physically designed to blend with the town's rural landscape.
- 2. Is close-knit and welcoming:** Boxborough residents have many options for becoming more involved in the community and have a great deal of pride in their community. A large share and diverse mix of residents regularly participate in municipal policymaking, attend local events, and frequent local destinations.
- 3. Is thoughtfully developed:** The community will build on and maintain its existing assets. Economic development will be focused in existing commercial areas supported by responsible use and management of water resources with provisions for adequate waste water treatment facilities. The community's agricultural assets will be leveraged for economic development. Transportation options will continue to improve in order to ensure a pleasant and safe travel experience for various modes of transportation, including walking and bicycling.
- 4. Provides high quality services and amenities:** Boxborough is known for offering a high quality of life for its residents. The community endeavors to provide a balanced mix of housing, businesses and services to enhance this high quality of life. Boxborough residents prize the community's regional school system and high quality municipal services.
- 5. Is conscientious about consumption:** The community is conscientious about its energy consumption and seeks to reduce its carbon footprint through improvements in energy efficiency, high standards for building practices, reductions in its communitywide energy usage, and reduced reliance on fossil fuels.
- 6. Is affordable and accessible:** The community will ensure that local policies, housing supply, and housing prices support the ideal of a more inclusive, welcoming Boxborough so that current and prospective residents at all income levels, abilities, and in all stages of life can live here.
- 7. Is regionally well-connected:** Boxborough sees itself as part of a regional economy with goods, services, employment, and gathering places nearby – sometimes in town, and sometimes in neighboring towns. Convenient access to regional transportation systems, including transit options, will help ensure efficient commuting options for Boxborough residents. Boxborough's municipal government, including Town boards and committees, will collaborate with surrounding communities and regional entities.

## Town Departments, Boards, and Committees: List of Acronyms

Acton-Boxborough Cultural Council (ABCC)	Community Preservation Committee (CPC)	Finance Committee (FC)	Master Plan Update Committee (MPUC)	Town Administrator (TA)
Affordable Housing Trust (AHT)	Community Services Coordinator (CSC)	Historical Commission (HC)	Department of Public Works (DPW)	School Committee (SC)
Agricultural Commission (AgCom)	Conservation Commission (ConCom)	Housing Board (HB)	Planning Board (PB)	Steele Farm Advisory Committee (SFAC)
Board of Health (BoH)	Council on Aging (CoA)	IT Committee (BITCom)	Police & Fire Departments (PFD)	Well-Being Committee (WBC)
Board of Selectmen (BoS)	Design Review Board (DRB)	Land Stewards (LS)	Public Celebrations & Ceremonies Committee (PCCC)	
Building Department (BD)	Energy Committee (EC)	Library Board of Trustees (LBT)	Recreation Commission (RC)	

### Timeline

Short –term: 1-3 years

Mid – term: 4-7 years

Long-term: 8-10 years

### Implementation Action Steps

Action	Responsible	Timeline		
		Short	Mid	Long
I. Form a Master Plan Implementation Committee (MPIC) to encourage and oversee progress on plan implementation.	MPUC, BoS	✓		
II. Meet on a regular basis to advance plan goals and discuss implementation tactics, including local advocacy and securing funding sources.	MPIC	✓	✓	✓
III. Advise town boards, committees, and officials that have implementation roles and responsibilities.	MPIC	✓	✓	✓
IV. Coordinate with non-municipal partners including nonprofit organizations and businesses to implement plan priorities that would benefit from public-private partnership.	MPIC	✓	✓	✓
V. Continue to promote and distribute information about the Master Plan throughout the life of the plan.	MPIC	✓	✓	✓
VI. Review progress regularly and update the plan implementation table, reporting on progress via the Boxborough2030 website.	MPIC	✓	✓	✓
VII. Review and evaluate goals and strategies for relevance every 3 years, recommending amendments as appropriate.	MPIC	✓	✓	✓
VIII. Recommend an approach and work plan to update the Master Plan as soon as 2025 and no later than 2030.	MPIC, BoS			✓

**Plan Recommendations**

**Aspiration 1. Maintains its rural character and celebrates its heritage:** Boxborough cherishes and celebrates its rural heritage. Preservation of the ecological, agricultural, historic, and scenic resources that contribute to the community’s rural character is of critical importance to the community. New development and redevelopment of existing structures are physically designed to blend with the town’s rural landscape.

	Plan Elements	Parties Responsible	Timeline			Resources
			Short	Mid	Long	
<b>Goal 1.1.</b> Protect the town's heritage and character through the preservation of scenic areas, roadways, and landscape features, both natural and historical.	Community Assets, Land Use					
<b>Strategy 1.1.1.</b> Protect the town’s most important landscape features.						
<b>Action 1.1.1.1.</b> Review and prioritize recommendations of <i>Boxborough Reconnaissance Report: Freedom’s Way Landscape Inventory</i> and implement as appropriate.		HC, ConCom, CPC	✓			

<p><b>Action 1.1.1.2.</b> Continue to review recommendations of the Massachusetts Audubon Society report <i>Land Management Plans for Grasslands and Meadows on Town-Owned Land in Boxborough, Massachusetts</i>. Implement recommendations as appropriate.</p>		<p>HC, ConCom, CPC</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
<p><b>Action 1.1.1.3.</b> Provide input to the ongoing evolution of the Steele Farm Management Plan.</p>		<p>HC, ConCom, CPC</p>	<p>✓</p>			
<p><b>Action 1.1.1.4.</b> Conduct a survey and inventory of historic resources.</p>		<p>HC, CPC</p>	<p>✓</p>			<p>Mass Historical Commission, Town Staff, third-party consultants</p>
<p><b>Action 1.1.1.5.</b> Identify opportunities for local historic district (Chapter 40C) designation.</p>		<p>HC, CPC</p>		<p>✓</p>		<p>Mass Historical Commission, Town Staff</p>
<p><b>Strategy 1.1.2.</b> Preserve and reinforce the Town Center District as Boxborough’s center for governance, municipal services, and town-wide events.</p>						

<p><b>Action 1.1.2.1.</b> Review existing Town Center zoning and design guidelines, making necessary amendments to preserve character and encourage appropriately-scaled and designed developments.</p>		PB, DRB, BoS	✓	✓		Town Staff, MAPC
<p><b>Action 1.1.2.2.</b> Create signage (e.g., “Welcome to Boxborough”) and way finding in Town Center District to enhance town image and visibility.</p>		PB, DRB, CPC, DPW	✓			Community Preservation Funds, Massachusetts Downtown Initiative Grant
<p><b>Strategy 1.1.3. Promote the town’s natural, recreational, and historical assets.</b></p>						
<p><b>Action 1.1.3.1.</b> Improve signage and wayfinding for trails, open space, and other points of interest.</p>		PB, CPC, ConCom, DPW	✓			Town Staff, Community Preservation Funds
<p><b>Action 1.1.3.2.</b> Develop a heritage/scenic guide to generate awareness and promote community assets and resources to local residents and regional visitors.</p>		PB, CPC, ConCom, RC	✓			Community Preservation Funds,
<p><b>Action 1.1.3.3.</b> Recruit volunteers and explore opportunities to hold seasonal walking tours for local trails and historical points of interest.</p>		LS, PCCC, RC, WBC, SFAC	✓	✓	✓	

<p><b>Goal 1.2.</b> New development and redevelopment will be physically designed to blend into the Town’s rural landscape.</p>	<p>Land Use, Economic Development, Housing</p>					
<p><b>Strategy 1.2.1.</b> Strengthen design review process for any development.</p>						
<p><b>Action 1.2.1.1.</b> Review existing design guidelines for Town Center District and update guidelines to include considerations for larger scale developments in other commercial areas.</p>		<p>PB, DRB, BoS</p>	<p>✓</p>			<p>Town Staff, MAPC</p>
<p><b>Action 1.2.1.2.</b> Adopt and incorporate updated building design guidelines into the review process to ensure future developments are physically consistent with town character.</p>		<p>PB, DRB, BoS</p>	<p>✓</p>	<p>✓</p>		<p>Town Staff</p>
<p><b>Goal 1.3.</b> To protect and/or acquire additional lands for conservation, water resource protection, wildlife habitat, agricultural land preservation, recreation, trails, and wildlife corridors.</p>	<p>Community Assets, Land Use</p>					
<p><b>Strategy 1.3.1.</b> Proactively review and amend the list of existing and desired parcels of land for acquisition and preservation.</p>						
<p><b>Action 1.3.1.1.</b> Prioritize acquisition for lands that protect multiple resources and assets.</p>		<p>PB, FC, ConCom, CPC, AgCom</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Town Staff</p>

<p><b>Action 1.3.1.2.</b> Review all requests for taking land out of Chapter 61, 61A, and 61B and make appropriate recommendations, including exercising Town’s first right of refusal.</p>		<p>PB, FC, ConCom, CPC, AgCom</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Town Staff</p>
<p><b>Action 1.3.1.3.</b> Check in periodically with property owners whose properties have been identified as having open space, conservation, agriculture, or recreation potential regarding any changes in their status.</p>		<p>PB, ConCom, CPC, AgCom</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Town Staff</p>
<p><b>Action 1.3.1.4.</b> When acquisition is not a desired option, work with private landowners, investors, and conservation groups to place conservation easements on their land to ensure it remains undeveloped in perpetuity.</p>		<p>PB, ConCom, CPC, AgCom</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Town Staff, Trust for Public Land</p>
<p><b>Action 1.3.1.5.</b> Include a line item in the Town's capital improvement plan for the Conservation Trust Fund for land acquisition.</p>		<p>PB, ConCom, CPC, AgCom, FC, BoS</p>	<p>✓</p>			<p>Town Staff</p>
<p><b>Action 1.3.1.6.</b> Consider long-term bonds using Community Preservation Funds for land acquisition.</p>		<p>CPC, FC, BoS</p>		<p>✓</p>		<p>Town Staff</p>

**Aspiration 2. Is close-knit and welcoming:** Boxborough residents have many options for becoming more involved in the community and have a great deal of pride in their community. A large share and diverse mix of residents regularly participate in municipal policymaking, attend local events, and frequent local destinations.

	Plan Elements	Parties Responsible	Timeline			Resources
			Short	Mid	Long	
<b>Goal 2.1.</b> Increase resident participation in town-wide events.	Community Assets, Economic Development, Local Services and Facilities					
<b>Strategy 2.1.1.</b> Work with community organizations and networks to encourage public participation in town affairs.						
<b>Action 2.1.1.1.</b> Leverage private resources by partnering with local businesses, nonprofit organizations, and community networks in promoting town-wide festivals such as Fifer's Day and Harvest Fair.		PCCC, RC, WBC	✓	✓	✓	MetroWest Chamber of Commerce, Rotary Club
<b>Action 2.1.1.2.</b> Encourage one or more local organizations to sponsor and hold welcoming events for newcomers.		PCCC, RC, WBC	✓	✓	✓	MetroWest Chamber of Commerce, Rotary Club

<p><b>Action 2.1.1.3.</b> Continue using local venues such as the Sargent Memorial Library and annual events such as Fifer’s Day and the Harvest Fair as opportunities to convey a welcoming atmosphere in town and an “open door policy” with municipal officials.</p>		LBT, PCCC, RC, WBC	✓	✓	✓	
<p><b>Goal 2.2. Increase resident participation in town government.</b></p>	Local Services and Facilities					
<p><b>Strategy 2.2.1. Communicate activities and policies widely, with the intention of reaching all households.</b></p>						
<p><b>Action 2.2.1.1.</b> Develop a town-wide communication and outreach plan.</p>		BoS, , TA, BITCom	✓			Town Staff
<p><b>Action 2.2.1.2.</b> Provide a periodical e-newsletter on town government activities, issues and decisions; encourage residents to sign up on the Town’s website.</p>		BoS, TA, BITCom	✓			Town Staff
<p><b>Action 2.2.1.3.</b> Continue to use the Town’s website and increase use of social media as communication tools.</p>		BoS, TA, BITCom	✓	✓	✓	Town Staff
<p><b>Action 2.2.1.4.</b> Consider having a language translation and interpretation firm on retainer for important town publications and events.</p>		BoS, TA, WBC	✓			Town Staff, volunteers

<p><b>Action 2.2.1.5.</b> Enlist volunteer assistance to develop a town government information packet that can be distributed to residents during town-wide events.</p>		Bos, TA, WBC	✓	✓	✓	Town Staff, volunteers
<p><b>Action 2.2.1.6.</b> Continue to educate and raise awareness about Open Town Meeting with the intent of increasing participation in municipal policymaking, both in terms of percentage of residents that participate as well as proportional representation from various demographic constituencies.</p>		BoS, TA, WBC	✓	✓	✓	Town Staff
<p><b>Action 2.2.1.7.</b> Promote resident use of Internet-based engagement platforms such as Nixle.</p>		Bos, TA, BITCom	✓	✓	✓	Town Staff
<p><b>Strategy 2.2.2.</b> Cultivate new members for town boards and committees.</p>						
<p><b>Action 2.2.2.1.</b> Establish a citizen skills bank or volunteer database as a resource to town board and committees.</p>		Bos, TA, WBC	✓			Town Staff
<p><b>Action 2.2.2.2.</b> Periodically hold informal meetings between town board/committee members and residents to exchange ideas and information.</p>		Bos, TA, WBC	✓	✓	✓	Town Staff

<p><b>Action 2.2.2.3.</b> Collaborate with neighboring towns and organizations such as Citizens Planners Training Collaborative (CPTC) and Massachusetts Municipal Association (MMA) to provide training on local regulatory processes.</p>		<p>Bos, TA, WBC</p>	<p>✓</p>			<p>Town Staff, CPTC, MMA</p>
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**Aspiration 3. Is thoughtfully developed:** The community builds on and maintain its existing assets. Economic development is focused in existing commercial areas supported by responsible use and management of water resources with provisions for adequate waste water treatment facilities. The community’s agricultural assets are leveraged for economic development. Transportation options continue to improve in order to ensure a pleasant and safe travel experience for various modes of transportation, including walking and bicycling.

	Plan Elements	Parties Responsible	Timeline			Resources
			Short	Mid	Long	
<b>Goal 3.1. Guide and concentrate commercial growth in Business, Office Park, and Town Center districts.</b>	Economic Development, Housing, Land Use					
<b>Strategy 3.1.1. Create a long-term vision for the Town's commercial areas, prioritizing enhanced quality of life over expanding the commercial tax base.</b>						
<b>Action 3.1.1.1. Designate or form an Economic Development Committee (EDC).</b>		BoS	✓			Town Staff
<b>Action 3.1.1.2. Develop a 10-15 year Economic Development Master Plan under the guidance of the EDC.</b>		EDC	✓	✓		Town Staff, MAPC
<b>Action 3.1.1.3. Index opportunity sites for acquisition, assembly, or development.</b>		EDC, PB, FC	✓			Town Staff

<p><b>Action 3.1.1.4.</b> Conduct a thorough market analysis to identify local and regional retail market opportunities.</p>		EDC	✓	✓		Town Staff, MAPC
<p><b>Strategy 3.1.2.</b> Establish a village business district as Boxborough’s commercial center.</p>						
<p><b>Action 3.1.2.1.</b> Identify an opportunity area for a village business district and obtain property owner buy-in, if necessary.</p>		EDC, PB		✓		
<p><b>Action 3.1.2.2.</b> Develop and implement zoning to encourage and support appropriate development in a village business setting.</p>		EDC, PB		✓	✓	Town Staff, MAPC
<p><b>Action 3.1.2.3.</b> Recruit appropriate businesses to the village business district through marketing efforts or financial incentives such as relocation tax credits.</p>		EDC, FC		✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club
<p><b>Strategy 3.1.3.</b> Implement land use policies that support and encourage appropriately-scaled and mixed-use developments in key areas of town.</p>						

<p><b>Action 3.1.3.1.</b> Conduct a thorough review of the Town's land use controls, including dimensional requirements and conservation bylaws on commercially-zoned land, to identify barriers to growth for appropriately-scaled development.</p>		EDC, PB, ConCom, HB	✓			Town Staff, MAPC
<p><b>Action 3.1.3.2.</b> Consider regulatory tools that can guide and encourage growth in appropriate areas, such as incentive zoning overlays or floor area ratio (FAR) density bonuses for developments that incorporate agricultural or open space management.</p>		EDC, PB, ConCom, HB		✓		Town Staff, MAPC
<p><b>Strategy 3.1.4.</b> Catalyze private investment in key commercial districts.</p>						
<p><b>Action 3.1.4.1.</b> Invest in public infrastructure in commercial areas to attract private development.</p>		EDC, PB, BoS		✓		Town Staff, ICubed, MassWorks, MassDevelopment
<p><b>Action 3.1.4.2.</b> Engage in public-private partnerships to stimulate appropriate forms of development and redevelopment on key opportunity sites.</p>		EDC, PB, HB, BoS		✓		Town Staff

<p><b>Action 3.1.4.3.</b> Consider financial incentives to encourage property improvements, local hiring, or capital improvements through reduced tax rates, abatements, or small grants.</p>		EDC, FC		✓		Town Staff, USDA Rural Community Development Initiative
<p><b>Goal 3.2. Attract and retain businesses in key existing and emerging industries.</b></p>	Economic Development, Land Use					
<p><b>Strategy 3.2.1. Promote Boxborough as a great place to do business for existing and prospective businesses.</b></p>						
<p><b>Action 3.2.1.1.</b> Promote Boxborough’s high quality of life as an economic asset.</p>		EDC	✓	✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club
<p><b>Action 3.2.1.2.</b> Develop and implement a marketing strategy plan to attract appropriate types of development or businesses to the town’s commercial districts.</p>		EDC		✓		Town Staff, MetroWest Chamber of Commerce, Rotary Club
<p><b>Action 3.2.1.3.</b> Engage in partnerships with area chambers of commerce or merchants associations.</p>		EDC	✓	✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club

<b>Action 3.2.1.4.</b>	Identify target industries to market development incentives and land use policies to attract and retain businesses in those industries.		EDC, PB	✓	✓		
<b>Action 3.2.1.5.</b>	Consider financial incentives to attract small businesses, such as establishing revolving loan funds or implementing relocation tax credits.		EDC, FC	✓	✓		Town Staff, MetroWest Chamber of Commerce, USDA Rural Community Development Initiative
<b>Strategy 3.2.2.</b>	<b>Foster and support a sustainable agricultural economy.</b>	Economic Development, Land Use, Community Assets					
<b>Action 3.2.2.1.</b>	Develop a community food plan to create a vision, identify issues, barriers, challenges, and opportunities in the agricultural economy.		AgCom, EDC	✓			Town Staff, MAPC
<b>Action 3.2.2.2.</b>	Review Town Bylaws and amend as necessary to ensure clarity and consistency of agricultural use definitions.		AgCom, PB	✓			Town Staff, MAPC
<b>Action 3.2.2.3.</b>	Adopt agricultural business as a permitted use in Town's Zoning Bylaws.		AgCom, PB	✓			Town Staff

<p><b>Action 3.2.2.4.</b> Periodically review the Boxborough Right to Farm Bylaw and make amendments as necessary.</p>		AgCom, PB		✓		Town Staff
<p><b>Action 3.2.2.5.</b> Recruit existing local farmers and work with non-profit organizations to cultivate workforce development, training, and educational programs.</p>		AgCom, EDC		✓		Commonwealth Workforce Alliance, New Entry Sustainable Farming Project, MA Farm Bureau
<p><b>Action 3.2.2.6.</b> Develop land lease programs for local farms and farmers using town-owned lands to increase agricultural viability.</p>		AgCom		✓		Land for Good, MA Farm Bureau
<p><b>Strategy 3.2.3.</b> Preserve farmland and areas with soils favorable for agriculture.</p>						
<p><b>Action 3.2.3.1.</b> Identify and index opportunity sites for farmland preservation in accordance with the 2015-2022 Open Space and Recreation Plan.</p>		AgCom, ConCom, FC	✓			Town Staff
<p><b>Action 3.2.3.2.</b> Identify federal and state incentives or supplemental revenue streams to support viability for working farms.</p>		AgCom, FC, BoS	✓			Town Staff

<p><b>Action 3.2.3.3.</b> Consider using CPA funds to acquire and preserve farmlands, giving priority to properties under Chapter 61A and 61B.</p>		AgCom, CPC, ConCom, FC, BoS		✓	✓	Town Staff
<p><b>Goal 3.3. Create a positive business environment.</b></p>	Economic Development					
<p><b>Strategy 3.3.1. Build municipal capacity to improve local business environment.</b></p>						
<p><b>Action 3.3.1.1.</b> Designate economic development committee (EDC) to serve as liaison for local businesses.</p>		BoS	✓			Town Staff
<p><b>Action 3.3.1.2.</b> Proactively meet with local businesses to understand needs for space and employee amenities.</p>		EDC	✓	✓	✓	Town Staff
<p><b>Action 3.3.1.3.</b> Review current permitting regulations and make necessary amendments to improve consistency in fees and enforcement.</p>		EDC, PB	✓			Town Staff
<p><b>Action 3.3.1.4.</b> Develop a guide for permitting or doing business in Boxborough guide to streamline business regulatory processes and promote transparency.</p>		EDC	✓			Town Staff, MAPC

<p><b>Goal 3.4.</b> Local regulations will reflect community aspirations and yield desired results.</p>	<p>Economic Development, Housing, Land Use</p>					
<p><b>Strategy 3.4.1.</b> New housing and commercial development will prioritize design quality as well as preservation of open space.</p>						
<p><b>Action 3.4.1.1.</b> Explore the potential use of regulatory tools such as transfer of development rights (TDR) or payment-in-lieu-of-taxes (PILOT) programs to support open space preservation and affordable housing development in the Town's Agricultural-Residential Zoning District.</p>		<p>PB, ConCom, HB, FC</p>		<p>✓</p>		<p>Town Staff, MAPC</p>
<p><b>Action 3.4.1.2.</b> Provide floor-area ratio (FAR) density bonuses for commercial development that incorporate active agricultural management or open space preservation in their overall development design.</p>		<p>PB, ConCom, HB, FC</p>		<p>✓</p>		<p>Town Staff</p>

<p><b>Strategy 3.4.2.</b> Coordinate with the Community Preservation Committee and identify opportunities to use CPA funding for local historic preservation, open space, recreation, and housing production projects.</p>						
<p><b>Action 3.4.2.1.</b> Develop an inventory of opportunity sites identified in the <i>Open Space and Recreation Plan 2015-2022</i> and the <i>Housing Production Plan 2015-2020</i> that are potential candidates for both housing production and open space preservation. Update this inventory periodically.</p>		<p>PB, ConCom, HB, CPC, FC</p>	<p>✓</p>			<p>Town Staff</p>
<p><b>Action 3.4.2.2.</b> Explore the potential use of CPA funds to acquire parcels with the dual goal of protecting open space and providing affordable and market-rate homeownership opportunities.</p>		<p>PB, ConCom, HB, CPC, FC</p>		<p>✓</p>	<p>✓</p>	<p>Town Staff</p>
<p><b>Action 3.4.2.3.</b> Continue to educate residents about the benefits and uses of CPA on an ongoing basis.</p>		<p>BoS, CPC</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Town Staff</p>

**Aspiration 4. Provides high quality services and amenities:** Boxborough is known for offering a high quality of life for its residents. The community provides a balanced mix of housing, businesses and services to enhance this high quality of life. Boxborough residents prize the community’s regional school system and high quality municipal services.

	Plan Elements	Parties Responsible	Timeline			Resources
			Short	Mid	Long	
<b>Goal 4.1. Ensure conservation and recreation attractions are well-maintained, safe, and easy to access.</b>	Community Assets, Local Services and Facilities					
<b>Strategy 4.1.1. Maintain trails.</b>						
<b>Action 4.1.1.1.</b> Recruit local “Friends of” groups or volunteers such as Boy Scout or Girl Scout troops to prepare maps and improve trails.		RC	✓			Volunteers
<b>Action 4.1.1.2.</b> Maintain trails with mowing and cutting to reduce the risk of contact with ticks.		RC, DPW	✓	✓	✓	Volunteers
<b>Action 4.1.1.3.</b> Maintain trail markers, kiosks, and boardwalks.		RC, DPW	✓	✓	✓	Volunteers
<b>Action 4.1.1.4.</b> Explore ways to improve local trail connectivity.		RC, DPW	✓			Town Staff

<b>Strategy 4.1.2.</b>	<b>Ensure ease of access to conservation properties.</b>						
<b>Action 4.1.2.1.</b>	Assess the need for additional off-street parking at conservation properties.		RC, ConCom, PB, DPW		✓		
<b>Action 4.1.2.2.</b>	Provide bicycle parking at trailheads and other conservation properties.		RC, PB, DPW	✓			MAPC
<b>Goal 4.2.</b>	<b>Maintain excellent municipal facilities and services.</b>						
<b>Strategy 4.2.1.</b>	<b>Regularly review Town’s capital improvements needs and continue to plan for maintenance.</b>						
<b>Action 4.2.1.1.</b>	Create or find location for new Police and Fire Department facilities.		BoS, FC, PB, PFD		✓		Town Staff
<b>Action 4.2.1.2.</b>	Explore regionalization or sharing of key pieces of equipment that the town needs on a part-time basis.		Bos, FC, PFD	✓	✓		Town Staff, MAPC
<b>Strategy 4.2.2.</b>	<b>Proactively plan for water resource management.</b>						
<b>Action 4.2.2.1.</b>	Plan for long-term water supply and waste water management to support commercial and municipal development goals.		ConCom, EDC, PB, DPW		✓	✓	Town Staff

<p><b>Goal 4.3.</b> Enhance the quality and variety of recreation programs and facilities to meet current and future demand among all age groups and levels of ability.</p>	<p>Community Assets, Local Services and Facilities</p>					
<p><b>Strategy 4.3.1.</b> Address known recreational needs by upgrading or developing new facilities when feasible.</p>						
<p><b>Action 4.3.1.1.</b> Investigate options for the creation of a Town pool.</p>		<p>RC, FC</p>	<p>✓</p>			
<p><b>Action 4.3.1.2.</b> Investigate the feasibility of developing tennis and basketball courts at Liberty Fields and Fifer’s Field.</p>		<p>RC, FC, PB</p>	<p>✓</p>			
<p><b>Action 4.3.1.3.</b> Develop additional playing fields.</p>		<p>RC, FC, PB</p>		<p>✓</p>		
<p><b>Action 4.3.1.4.</b> Develop a plan for the creation of additional bike trails.</p>		<p>RC</p>	<p>✓</p>			<p>MAPC</p>
<p><b>Strategy 4.3.2.</b> Improve accessibility of facilities per Massachusetts Department of Transportation (MassDOT) and Americans with Disabilities Act (ADA) guidelines.</p>						
<p><b>Action 4.3.2.1.</b> Implement the tasks outlined in the Section 504 Facility Inventory/Transition Plan.</p>		<p>RC, FC, CoA</p>	<p>✓</p>			
<p><b>Strategy 4.3.3.</b> Identify recreational needs, particularly for teens and seniors.</p>						

<b>Action 4.3.3.1.</b>	Survey teens and seniors to determine specific needs.		RC, CoA, SC, CSC	✓			
<b>Action 4.3.3.2.</b>	Coordinate with schools and Council of Aging to establish new recreational programs for teens and seniors.		RC, CoA, SC	✓	✓		

**Aspiration 5. Is conscientious about consumption:** The community is conscientious about its energy consumption and reduces its overall carbon footprint through improvements in energy efficiency, high standards for building practices, reductions in its communitywide energy usage, and reduced reliance on fossil fuels.

	Plan Elements	Parties Responsible	Timeline			Resources
			Short	Mid	Long	
<b>Goal 5.1. Reduce the town’s overall carbon footprint.</b>	Local Services and Facilities, Transportation, Energy					
<b>Strategy 5.1.1. Actively explore options to adopt renewable energy generation sources for the Town’s electricity needs.</b>						
<b>Action 5.1.1.1. Collaborate with the Littleton Electric Light Department to launch a community-wide ‘Solarize’ Program.</b>		EC	✓			MAPC
<b>Action 5.1.1.2. Investigate the feasibility of rooftop solar arrays on municipally owned facilities.</b>		EC, FC	✓	✓		MAPC
<b>Action 5.1.1.3. Explore the development of a community shared solar system for residents and businesses in Boxborough.</b>		EC, FC		✓		MAPC

<p><b>Strategy 5.1.2.</b> Promote energy efficiency and conservation measures for all buildings in the municipal, residential, and commercial sectors.</p>						
<p><b>Action 5.1.2.1.</b> Collaborate with the Littleton Electric Light Department to create a communication strategy for available energy incentive programs.</p>		EC	✓			
<p><b>Action 5.1.2.2.</b> Conduct outreach, awareness, and education programs for Boxborough’s residents and businesses regarding energy reduction strategies</p>		EC	✓	✓	✓	
<p><b>Strategy 5.1.3.</b> Develop mechanisms to support use of alternative fuel vehicles.</p>						
<p><b>Action 5.1.3.1.</b> Explore conversion of town fleet to electric or hybrid vehicles.</p>		EC, FC		✓		
<p><b>Action 5.1.3.2.</b> Explore alternative fuel vehicles for school buses and municipal vehicles.</p>		EC, FC		✓		
<p><b>Action 5.1.3.3.</b> Explore incentives to encourage new residential developments to install electric vehicle (EV) charging stations.</p>		EC, PB		✓		

<b>Action 5.1.3.4.</b>	Explore incentives to encourage new and existing office developments to install electric vehicle charging stations.		EC, PB		✓		
<b>Strategy 5.1.4.</b>	<b>Minimize development impact by protecting town's limited water supply and managing stormwater runoff.</b>						
<b>Action 5.1.4.1.</b>	Identify areas where stormwater runoff issues exist due to concentration of impervious surface.		ConCom, PB, EC	✓			
<b>Action 5.1.4.2.</b>	Develop and incorporate low-impact design guidelines into development review process.		ConCom, PB, EC		✓		MAPC
<b>Action 5.1.4.3.</b>	Revisit subdivision regulation regarding roadway widths and amend as appropriate.		ConCom, PB, EC	✓			MAPC
<b>Strategy 5.1.5.</b>	<b>Reinforce watershed and aquifer protection measures.</b>						
<b>Action 5.1.5.1.</b>	Review Watershed and Aquifer Protection zoning to protect Zone IIs and existing and potential well sites in Acton and Littleton.		ConCom, PB, EC	✓			MAPC

**Aspiration 6. Is affordable and accessible:** The community ensures that local policies, housing supply, and housing prices support the ideal of a more inclusive, welcoming Boxborough so that current and prospective residents at all income levels, abilities, and in all stages of life can live here.

	Plan Elements	Parties Responsible	Timeline			Resources
			Short	Mid	Long	
<b>Goal 6.1.</b> Increase the availability of housing in Boxborough, including subsidized, market-rate, rental, and for-sale homes.	Housing, Economic Development					
<b>Strategy 6.1.1.</b> Follow the <i>Boxborough Housing Production Plan 2015-2020</i> recommendations to lead and support the development of a diverse mix of affordable and market-rate rental and homeownership housing that meets the needs of Boxborough residents across all income and age groups.						
<b>Action 6.1.1.1.</b> Identify existing municipal-owned parcels of land that are suitable sites for Local Initiative Program (LIP) affordable housing projects. The LIP process has the potential to provide the Town with greater input in the development process.		HB, PB	✓			

<p><b>Action 6.1.1.2.</b> Identify privately owned parcels of land that could be acquired by the Town using Community Preservation Act (CPA) funds for affordable housing development.</p>		<p>HB, PB, CPC, FC</p>	<p>✓</p>			
<p><b>Action 6.1.1.3.</b> Support the development of rental housing through the Comprehensive Permit process and identify strategies that would allow extremely low-income and very-low income households to access this housing through existing tenant based rental assistance programs.</p>		<p>HB, PB</p>		<p>✓</p>	<p>✓</p>	
<p><b>Action 6.1.1.4.</b> Use CPA funds to develop a down-payment assistance program that could be used in conjunction with LIP/Chapter 40B homeownership projects.</p>		<p>HB, PB, CPC, FC</p>	<p>✓</p>			
<p><b>Action 6.1.1.5.</b> Prioritize seniors’ housing needs, such as accessibility features, in the permitting and development of all multi-family-development projects.</p>		<p>HB, PB, CoA</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
<p><b>Action 6.1.1.6.</b> Review the Town Zoning Bylaw’s land use controls, including quadrangle requirements, to better understand how this requirement affects the development potential of oddly shaped, but otherwise suitable land parcels</p>		<p>HB, PB</p>	<p>✓</p>			

<p><b>Action 6.1.1.7.</b> Identify barriers to multi-family development, including use and intensity restrictions, in the Town's Zoning Bylaw as a means to support more housing options in Boxborough.</p>		<p>HB, PB</p>	<p>✓</p>			
<p><b>Action 6.1.1.8.</b> Analyze the efficacy of accessory dwelling units, both attached and detached, as a means to meet affordable housing needs in Boxborough. Review the language in the existing bylaw, as well as units that have been constructed since the bylaw was enacted, to determine if amendments are necessary to expand its use.</p>		<p>HB, PB</p>		<p>✓</p>	<p>✓</p>	
<p><b>Action 6.1.1.9.</b> Analyze the prevalence of “tear-downs” in Boxborough to determine if the demolition of existing single-family homes is contributing to the limited supply of homeownership opportunities for moderate-income households.</p>		<p>HB, PB</p>	<p>✓</p>			
<p><b>Action 6.1.1.10.</b> Perform annual monitoring of units on the Town's Subsidized Housing Inventory to ensure compliance with affordability restrictions.</p>		<p>HB, PB, AFT</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	
<p><b>Strategy 6.1.2.</b> Proactively plan for Boxborough's housing needs by updating the Town's Housing Production Plan every five years.</p>						

<p><b>Action 6.1.2.1.</b> Update the 2015 Boxborough Housing Production Plan in 2019.</p>		<p>HB, PB</p>			<p>✓</p>	<p>MAPC</p>
<p><b>Strategy 6.1.3.</b> Promote universal design for new construction and renovations to increase accessibility for all, including people with disabilities.</p>						
<p><b>Action 6.1.3.1.</b> Identify barriers to universal design in existing zoning bylaws and amend as necessary.</p>		<p>HB, PB, CoA, DRB, CSC</p>		<p>✓</p>	<p>✓</p>	<p>MAPC</p>

**Aspiration 7. Is regionally well-connected:** Boxborough is a part of a regional economy with goods, services, employment, and gathering places nearby – sometimes in town, and sometimes in neighboring towns. Convenient access to regional transportation systems, including transit options, help ensure efficient commuting options for Boxborough residents. Boxborough’s municipal government, including Town boards and committees, collaborate with surrounding communities and regional entities.

	Plan Elements	Parties Responsible	Timeline			Resources
			Short	Mid	Long	
<b>Goal 7.1.</b> Increase the quality, safety, accessibility, and reliability of transportation options for all income and age groups.	Local Services and Facilities, Transportation					
<b>Strategy 7.1.1.</b> Encourage active modes of transportation, such as walking and biking.						
<b>Action 7.1.1.1.</b> Consider adoption of Complete Streets Policy.		PB, BoS	✓			MAPC
<b>Action 7.1.1.2.</b> Implement 2003 Economic Development Trail Master Plan along Route 111/ Massachusetts Ave.		PB, DPW	✓	✓		MAPC, MassWorks, Community Preservation funds
<b>Action 7.1.1.3.</b> Develop a prioritized plan for new sidewalks and bicycle infrastructure to connect to 1) schools, 2) recreational resources, 3) shopping/dining, and 4) Commuter Rail.		PB, RC, EDC	✓			MAPC

<p><b>Action 7.1.1.4.</b> Provide bicycle parking at destinations including retail/dining, schools, recreational facilities, and municipal buildings.</p>		PB, RC, EDC, DPW		✓		MAPC
<p><b>Strategy 7.1.2.</b> Identify and promote new technology to make transit and ride-sharing more viable.</p>						
<p><b>Action 7.1.2.1.</b> Coordinate local transportation options and deploy technology to provide an on-demand shuttle that can serve commuters, reverse commuters, and local daytime trips.</p>			✓	✓	✓	MAPC, CrossTown Connect, 495 Partnership
<p><b>Action 7.1.2.2.</b> Explore new and innovative options to serve residents' commuting needs, such as ride- or car-sharing services.</p>		BoS, BITCom	✓			
<p><b>Strategy 7.1.3.</b> Advocate for Boxborough's participation in regional transportation solutions.</p>						
<p><b>Action 7.1.3.1.</b> Continue to engage with Regional Transit Authorities (RTAs) or partner with neighboring communities on providing first- and last-mile solutions for both residents and employers.</p>		BoS	✓	✓	✓	MAPC, 495 Partnership, CrossTown Connect

<p><b>Action 7.1.3.2.</b> Engage in public-private partnership with local large employers to identify and implement first- and last-mile solutions that will benefit local and regional workers alike.</p>		BoS	✓	✓	✓	MAPC, 495 Partnership, CrossTown Connect
<p><b>Goal 7.2.</b> Engage in partnerships with surrounding towns and the region.</p>	Local Services and Facilities, Transportation					
<p><b>Strategy 7.2.1.</b> Continue participation in regional planning conversations and decision-making.</p>						
<p><b>Action 7.2.1.1.</b> Continue participation the MAGIC (Minuteman Advisory Group on Interlocal Coordination) subregional council.</p>		BoS	✓	✓	✓	MAPC
<p><b>Action 7.2.1.2.</b> Continue to participate in MAPC (Metropolitan Area Planning Council) quarterly council meetings and other events.</p>		BoS	✓	✓	✓	MAPC
<p><b>Action 7.2.1.3.</b> Continue to advocate for regional transportation solutions as a member community of the Boston Region Metropolitan Planning Organization.</p>		BoS	✓	✓	✓	MAPC

<p><b>Action 7.2.1.4.</b> Continue participating in, coordinating with, and partnering with other regional entities in addition to those mentioned in the above listed activities.</p>		BoS	✓	✓	✓	
<p><b>Strategy 7.2.2.</b> Maintain regular communication with and provide information to surrounding towns and MAPC.</p>						
<p><b>Action 7.2.2.1.</b> Provide copies of any Boxborough planning documents and request copies from surrounding towns (for example, provide copies of the recently completed <i>Boxborough Open Space and Recreation Plan 2015-2022</i>).</p>		TA	✓	✓	✓	
<p><b>Goal 7.3.</b> Pursue regional approaches for open space and recreation.</p>	Community Assets, Local Services and Facilities					
<p><b>Strategy 7.3.1.</b> Coordinate with neighboring communities to improve open space and recreation opportunities across many communities.</p>						

<p><b>Action 7.3.1.1.</b> Identify lands at town boundaries that could benefit from additional protections and work with abutting town(s) to pursue appropriate development restrictions. If vision for these parcels is not aligned, pursue joint planning and goal-setting for these parcels.</p>		<p>ConCom, BoS, PB</p>		<p>✓</p>	<p>✓</p>	
<p><b>Action 7.3.1.2.</b> Coordinate with neighboring communities to develop a regional open space and trail network.</p>		<p>BoS, RC</p>		<p>✓</p>	<p>✓</p>	<p>MAPC</p>
<p><b>Action 7.3.1.3.</b> Identify recreational services and facilities in Boxborough and neighboring towns and plan for sharing of these facilities where feasible and desirable.</p>		<p>DPW</p>	<p>✓</p>			